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Human resources management

**Global human resources strategy 2019–2021: building a
more effective, transparent and accountable United Nations**

Report of the Secretary-General

Summary

In his report entitled “Shifting the management paradigm in the United Nations: ensuring a better future for all” (A/72/492), the Secretary-General outlined his vision for a new management paradigm to ensure better use of the Organization’s resources in support of programme delivery and mandate implementation. Although human resources reforms have been undertaken over the past decade, the Secretary-General is seeking to make the Organization more operational and effective.

In the present report, the Secretary-General presents a new global human resources strategy for the Organization, setting out a series of bold objectives and strategic actions to transform human resources management in the Secretariat.

The strategy will create an enabling policy environment for people management, catalyse proactive talent acquisition and management and contribute to a transformed organizational culture. It will ensure that the Organization can retain and nurture staff with the skill sets and dynamism required to address the complex and changing nature of global challenges.

* A/73/150.



I. The case for change

1. In his report entitled "Shifting the management paradigm in the United Nations: ensuring a better future for all" (A/72/492), the Secretary-General outlined his vision for a new management paradigm to ensure better use of the Organization's resources in support of programme delivery and mandate implementation. Reforming the management of its human resources is an important element of the Secretary-General's vision for a stronger, more effective and more agile Organization. The reform efforts should enable the tens of thousands of women and men who serve the Organization with pride and dedication, often in very difficult and dangerous environments, to perform their tasks with greater ease and with fewer bureaucratic impediments.
2. Although human resources reforms have been undertaken over the past decade, the Secretary-General is seeking to make the Organization more operational and effective. The Organization continues to struggle with the challenge of getting people with the right skills to the right place at the right time. Recruitment is still too slow to allow the Secretariat to respond rapidly to emerging needs. Many human resources processes are centralized, rigid and cumbersome, and policies are not sufficiently adapted to the field and are not always consistently applied. A fundamental shift in mindset is required. The strategic human resources function in the Secretariat must work to define a common vision for the Organization and align its policies and frameworks with that common vision. It must focus on attracting, recruiting and retaining talent, including through measures to foster meaningful career development and address staff health and well-being. Human resources management must also more effectively address the planning and reshaping of the workforce. In short, the human resources function must ensure that the Organization is able to retain and nurture staff with the skill sets and dynamism required to meet new and emerging challenges.
3. The diversity and complexity of the global United Nations presence must be matched by a diverse, geographically balanced, gender-balanced, international and multitalented workforce that is truly representative of, and benefits, all the peoples that the Organization serves through a strong sense of duty and purpose to uphold the values on which the United Nations was built and for which it stands. A strong United Nations, staffed by an agile, multidisciplinary, multilingual and independent international civil service, is needed more than ever. Challenging political, economic and social contexts are changing the way that the United Nations operates and transforming workforce requirements. Implementing the 2030 Agenda for Sustainable Development requires a reformed United Nations system that can pool its strengths and foster integration on all fronts.
4. To meet the current and future challenges the United Nations system must attract and retain a highly skilled international civil service that can work across disciplines and sectors. It needs leaders with a "One United Nations" mindset and the skills to build strong partnerships for peace, security and sustainable development.
5. The complexity and changing nature of global challenges demand streamlined and simplified workforce planning and management, including performance management and training, that ensure that the overall staff profile keeps pace with what the United Nations is called upon to achieve at any given time and that the Secretariat is managed with competence, integrity, efficiency, effectiveness in pragmatic action, transparency and accountability.
6. The global human resources strategy 2019–2021 provides the road map and tools to nurture this mobile, dynamic and multitalented workforce. It properly supports the needs of field-based staff, including national staff serving in difficult

mission contexts. It will empower managers through increased delegation of authority, transparent accountability mechanisms and an enabling policy framework. It will bring decision-making closer to the field, thus speeding up programme and mandate delivery. Increased leveraging of technology and simplified and streamlined policies and procedures will facilitate proactive talent management, speed up deployment and increase staff mobility.

7. These changes will contribute to creating an organizational culture that focuses on results, recognizes innovation and high performance and better manages risks. Increased opportunities for continuous learning, including language learning, will help managers and staff to create this cultural shift.

8. The strategy is forward-looking and integrated, incorporating all aspects of human resources management. It will be updated as needed to guide human resources management in the years to come.

Guiding principles

9. The global human resources strategy is guided by the principles laid out in the Charter of the United Nations: "The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible."

10. The strategy reflects the Secretary-General's vision for shifting the management paradigm of the United Nations. It is aligned with the principles of equitable geographical representation and gender parity, as reflected in the Secretary-General's system-wide strategy on gender parity, and informed by the results of the recent United Nations staff engagement survey. It reflects the Secretary-General's commitment to increasing the regional diversity of the workforce.

11. The strategy places the staff member at the centre of a transformed human resources function. It gives emphasis to the principles of fairness, trust, agility and client-orientation, as well as to greater and more equitable access by all staff to learning and career development opportunities.

II. Components of the strategy

12. An enabling policy environment, combined with proactive talent management, will drive the transformation of United Nations organizational culture. Specific goals and actions set out under three interlinked components will transform human resources management practices across the Secretariat. Robust learning elements will drive the adoption of the proposed changes across the components. The proposed actions build on the results of prior reforms, as outlined in the report of the Secretary-General providing an overview of human resources management reform for 2017–2018 (A/73/372/Add.1).

Human resources strategy components



A. An enabling policy environment for strategic people management

Goal: a simplified, decentralized, flexible and field-oriented human resources policy framework to drive strategic human resources management and support the delegation of authority

13. An enabling policy environment provides the foundation for transforming human resources management within the Organization. Simplification of the human resources policy framework, including streamlined staff regulations and rules, will ensure that policies are flexible, field-oriented and client-sensitive and aligned with rational and decentralized delegations of authority. Changes will be aligned to policy frameworks across the development and peace and security reform pillars, to achieve collective ways of working and to reinforce accountability and transparency across the United Nations.

14. Strategic actions will include:

(a) **Development of a streamlined delegation of authority framework for human resources management.** The new delegation of authority framework will strengthen the accountability of managers for the delivery of results. It will provide delineation of roles and responsibilities, align authority with responsibility and ensure greater ownership for programme planning and delivery. Staff regulations and rules governing the administration of human resources will be adjusted to simplify and clarify managerial responsibilities and accountabilities;

(b) **Simplification and streamlining of human resources policies aligned with the needs in the field.** Increased client orientation and the separation of policy and operational functions will revitalize the Organization's capacity to simplify and streamline human resources policies and procedures. Through ongoing and future

reviews of the entire human resources regulatory framework the human resources policy framework will be rebuilt from the ground up. Obsolete policies will be abolished, and others simplified or consolidated. Contractual arrangements will be reviewed to meet the evolving needs, including rapid deployment and downsizing. Current and future simplifications of the framework will be widely disseminated, ensuring transparency and consistency in the application of human resources policies;

(c) **Review of conditions of service to attract and retain the best talent, sustain a competent, diverse, multilingual and mobile workforce and ensure duty of care.** Human resources policies will be more responsive to the needs of staff, especially those serving in the field. Improvements to the conditions of service for both national and international staff will be pursued through inter-agency mechanisms. These new and revised policies will support improved conditions of service, including by addressing staff health, well-being, safety and security, especially for national staff and staff serving in field locations;

(d) **Application of knowledge management and learning to create an enabling policy environment.** A well-facilitated global Secretariat human resources community of practice will promote awareness of policy changes, increase collaboration across geographical boundaries and departments, and provide authoritative guidance for more consistent interpretation of policies. A common policy portal will make policies and procedures accessible to all staff members;

(e) **Creation of an enhanced system to improve responsiveness to challenges in the field.** A new quality assurance system for human resources policies will foster continuous interactions with field-based managers and staff and drive continuous improvements to the human resources policy framework. The system will improve the responsiveness of policies to needs in the field by providing qualitative feedback to the two new management departments, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, established by the General Assembly in its resolution 72/266 B, and the Management Client Board.

B. Proactive talent acquisition and management

Goal: the acquisition, development and retention of a mobile, field-oriented, high-performing, multilingual and diverse workforce

15. Proactive talent management will drive organizational results by ensuring that the global staffing profile continuously evolves to meet strategic and operational needs. The comprehensive approach outlined below will create a diverse, gender-balanced, geographically mobile and multitasked workforce.

16. Strategic actions will include:

(a) **Implementation of strategic workforce planning.** A new corporate approach to strategic workforce planning will be mainstreamed across the Secretariat. It will be reinforced by an Organization-wide inventory of workforce talent that will maintain skills profiles for staff at all levels, organized by knowledge, experience, expertise, competencies and other attributes;

(b) **Accelerated recruitment processes.** A comprehensive approach will speed up recruitment by focusing on three critical points during the process: the initial application phase; the screening and evaluation of candidates; and the provision of recommendations by the hiring manager:

(i) **Applications.** More specific requirements will be written into job openings, reflecting the profile required and the evaluation criteria for assessing applicants, and job design and classification will be standardized and expedited.

In addition, earlier reductions in the posting period have sped up recruitment without affecting the number or diversity of applicants. As such, a further reduction of the period to 30 days is proposed;

(ii) *Screening and evaluation of candidates.* New technologies will be applied for more efficient applicant screening and verification of qualifications. Video-interviewing and streamlined interview reports will shorten recruitment timelines and introduce more consistency in the hiring process;

(iii) *Speeding up selections.* Rosters will be regularly and systematically revitalized and their use will be widely promoted. Real-time data will be used to monitor the timeliness of individual hiring processes. A human resources dashboard will be enhanced to track key recruitment indicators, including on gender parity and geographical distribution. Managers will be held accountable for delegated authority for selections and remedial action will be taken, including surge support when required, to address significant delays;

(c) **Promotion of gender parity.** Gender parity will be pursued as an essential element in proactive talent acquisition and management. Special measures will be taken to recruit, retain and promote qualified women and to increase the applicant pool of female candidates for field positions. Changes to the policy framework will remove obstacles to gender parity. Training will address unconscious bias, and dedicated support, including mentoring, will be provided. Qualified women from the General Service and related categories, including National Professional Officers, will also add to the global talent pool of women professionals and contribute to the objective of achieving gender parity. Gender distribution statistics are provided in annex IV;

(d) **Enhancement of geographical representation.** Every effort will be made to ensure the representation of underrepresented and unrepresented countries, as well as of troop- and police-contributing countries. New initiatives will be designed to encourage candidates from those Member States to apply to specific job openings and to ensure that representation is taken into account by managers when making selection decisions;

(e) **Increased regional diversity.** The Secretary-General is committed to ensuring that the workforce of the United Nations Secretariat is diverse and reflects the population that it serves. The analysis of the regional diversity of the Secretariat as a whole and of individual entities within the Secretariat (see annex III) will be used to develop strategies and serve as a benchmark to monitor progress;

(f) **Design of a new mobility system.** A new system will be designed to promote geographical mobility as an intrinsic element in career development. Standardized tours of duty, including at hardship duty stations, will allow staff members to diversify their skills and experiences. The new system will establish a clear linkage between training, geographical mobility, the need to serve at hardship duty stations and career progression. In line with the Organization's duty of care to its staff, the new system will ensure that staff serving in extreme hardship conditions are reassigned at certain predetermined intervals. In addition, existing reciprocal agreements will be enhanced to facilitate system-wide inter-agency mobility;

(g) **Development and implementation of a new performance management approach.** A redesigned performance management approach will foster a culture of continuous dialogue between managers and staff, promote collaboration and strengthen accountability for results. Practical guidance and support for managers and staff on the new approach will be provided;

(h) **Implementation of 360-degree evaluations for senior management.** 360-degree reviews for Assistant Secretaries-General and Under-Secretaries-General will strengthen performance management and promote adoption of the behaviours required for effective senior leadership. Participants will receive feedback from peers,

as well as from those who report directly and indirectly to them. The system will be expanded later to other categories of senior management;

(i) **Enhanced support for career development.** Measures will be taken to foster meaningful and well-managed career development for national and international staff. Multilingual learning opportunities will support career development and drive workforce transformation. Online and face-to-face opportunities for multilingual skills development and career support will expand, including through a web-based learning library that will be available to Secretariat staff members at all duty stations. Special attention will be provided to promote access to opportunities by persons with disabilities;

(j) **Increased career opportunities for national and General Service staff members.** Staff members in the General Service and related categories, together with National Professional Officers and staff in the Field Service category will form a vital part of a transformed global workforce. New approaches to career development for these staff members will allow the Organization to benefit more from their diverse talents and experiences. The elimination of the additional G-to-P requirements from the young professionals programme will remove a long-standing obstacle to career advancement for staff members in the General Service and related categories;

(k) **Engagement of young people.** Innovative outreach initiatives will be used to engage young people and bring fresh ideas into the Organization. They will draw upon lessons learned from experiences in promoting youth engagement in other United Nations organizations, including the United Nations Population Fund, the United Nations Children's Fund (UNICEF) and the United Nations Volunteers. The young professionals programme will strengthen its focus on attracting young talent from underrepresented and unrepresented Member States;

(l) **Enhanced accountability for workforce transformation.** The Secretary-General will use the senior manager compacts to hold leaders directly accountable for the acquisition, development and retention of an increasingly mobile, field-oriented, gender-balanced and diverse workforce.

C. A transformed organizational culture

Goal: staff well-being and an engaged workforce performing in an enabling work environment

17. The Secretary-General is leading efforts to create a culture that is focused on results, values innovation and better manages risks. To achieve this cultural shift, leadership development efforts will focus on the United Nations system leadership framework (see CEB/2017/1), which calls for an approach to leadership that is norm-based, principled, inclusive, accountable, multidimensional, transformational, collaborative, self-applied, pragmatic and action-oriented.

18. Changing the management culture and leadership in the Secretariat requires an enabling policy environment and effective support and service delivery at every stage of the talent management cycle. Key to this is the operationalization of a revised set of leadership and management competencies, in line with the United Nations system leadership framework and with a focus on observable behaviours.

19. These new leadership and management competencies will encourage integrity, inclusion and respect for diversity and promote commitment to the highest standards of service. Senior management will be required to model the new competencies in their daily work. Feedback from staff through employee engagement surveys, and better application of performance management standards across the Organization,

will help to drive positive changes in behaviour that are visible by staff and management, Member States and other external clients.

20. Strategic actions will include:

(a) **Awareness-raising of managers and staff of standards, policies and accountability frameworks for delegated human resources management.** Interactive communications will be used to foster an Organization-wide dialogue and create a shared understanding regarding personal accountability, responsibility and authority. Potential senior leaders and managers will be assessed during recruitment and selection to determine if they possess the desired leadership and management competencies;

(b) **Roll-out of the new leadership and management competencies framework.** Managers and leaders will have access to learning support and mentoring as they transition to new leadership and management roles within the Organization. They will use online, blended and face-to-face learning approaches to assess their strengths and skill gaps and to obtain the knowledge that they need when they need it;

(c) **Provision of learning resources to foster organizational change.** The online United Nations Global Induction Platform will provide a single-entry point for new staff to understand the new organizational culture, including expectations with respect to leadership and management competencies. New staff members and those transitioning to new posts will use the platform to customize their onboarding experience based on their level, location and management responsibilities. It will be continuously updated to improve the user experience and provide access to additional learning resources;

(d) **Recognition of staff innovation, collaboration, results achievement and managerial excellence.** To reinforce accountability, support career development and encourage innovation, staff innovations and strong performers will be recognized, and interventions will be identified for poor performers. Where efforts to improve performance are not successful, appropriate measures will be taken. Learning support will help senior leaders to become role models and advocates for innovation and more effective performance management;

(e) **Implementation of a holistic approach to duty of care for staff.** The increased risks to the United Nations across the world highlight the importance of the responsibility to strengthen the duty of care, for both national and international staff. Immediate actions will be pursued to ensure that staff members are safe, physically and psychologically, including strengthened oversight of United Nations civilian and military health-care services, the introduction of tele-health services and the development of medical training capability. A five-year strategic action plan to improve mental health in the United Nations workplace will increase access to professional services, including psychological aid in crisis situations. It will promote help-seeking and early intervention, and proactively support recovery and return to work. Support will be provided to staff in the field, including national staff, to develop emotional resilience and manage stress in the workplace. In line with the Organization's commitment to burden-sharing and its duty of care to its staff, the Secretariat will establish necessary contractual instruments and a support structure to ensure that those staff serving at extreme hardship and hazardous duty stations will be reassigned as a matter of course once certain predetermined time limits are met;

(f) **Accelerating action and strengthening leadership to eliminate sexual exploitation and abuse, and sexual harassment in the workplace.** Continued priority will be given to advancing and improving victim-centred policies and measures to achieve the Secretary-General's zero-tolerance vision. These initiatives will drive cultural change and ensure safe and inclusive working environments where sexual misconduct is never tolerated, abusers are held accountable and staff feel safe to report incidents;

(g) **Strengthening of policies and learning support to prevent and respond to corruption, fraud, discrimination and abuse of authority.** New protections against retaliation for reporting misconduct will be created. Mandatory training courses will be used to promote United Nations standards of conduct, including prevention of fraud and corruption;

(h) **Increased staff engagement.** Building on the findings of regular staff engagement surveys, the Organization will continue to develop and implement action plans to increase staff engagement in all facets of the Secretariat's work;

(i) **Strengthened staff-management relations.** Working in collaboration with the Staff-Management Committee, inclusive dialogue will be pursued with staff to provide feedback and ideas to support these strategic actions and contribute to organizational transformation.

21. Across all three components of the strategy, wherever feasible, actions will be designed and delivered as "One United Nations" initiatives and will build on opportunities for system-wide collaboration and synergies provided by the Secretary-General's reform efforts.

III. From strategy to action

A. Change management

22. The strategy is aligned with the Secretary-General's proposals for management reform. The achievement of the goals in the strategy will depend upon the commitment and support of all stakeholders, including Member States, senior leadership, managers and staff at all levels. While many aspects of the strategy build on ongoing efforts, success will also depend upon adequate investment in the proposed initiatives, especially those related to leveraging new technologies and innovations, staff development and learning. The adoption of new skills and behaviours by staff and managers is also a critical factor in realizing the full benefits of these proposed changes.

23. The implementation plan for the strategy (see annex I) aligns strategic actions to specific time frames. Regular consultations with all stakeholders, including field-based entities, will assess the continued validity of the strategy and lead to adjustments to the plan, as required.

B. Monitoring and reporting

24. Monitoring and reporting will be results-based and will consider both expected benefits and implementation risks.

25. Periodic updates on progress will be provided to assess the effectiveness of the strategy, with a view to proposing adjustments as needed. It is recommended that a review of the implementation of the global human resources strategy be submitted to the General Assembly at its seventy-fifth session.

IV. Action to be taken by the General Assembly

26. The General Assembly is requested to take note of the present report and to request the Secretary-General to submit a review of the implementation of the global human resources strategy at its seventy-fifth session.

Annex I

Implementation plan for the global human resources strategy

	2018	2019	2020	2021
Component A: an enabling policy environment for strategic people management				
Development of a streamlined delegation of authority framework for human resources management				
Simplification and streamlining of human resources policies aligned with the needs in the field				
Review of conditions of service to attract and retain the best talent, sustain a competent, diverse, multilingual and mobile workforce and ensure duty of care				
Application of knowledge management and learning to create an enabling policy environment				
Creation of an enhanced system to improve responsiveness to challenges in the field				
Component B: proactive talent acquisition and management				
Implementation of strategic workforce planning				
Accelerated recruitment processes				
Promotion of gender parity				
Enhancement of geographical representation				
Increased regional diversity				
Design of a new mobility system				
Development and implementation of a new performance management approach				
Implementation of 360-degree evaluations for senior management				
Enhanced support for career development				
Increased career opportunities for national and General Service staff members				
Engagement of young people				
Enhanced accountability for workforce transformation				

2018 2019 2020 2021

Component C: a transformed organizational culture

Awareness-raising of managers and staff of standards, policies and accountability frameworks for delegated human resources management

Roll-out of the new leadership and management competencies framework

Provision of learning resources to foster organizational change

Recognition of staff innovation, collaboration, results achievement and managerial excellence

Implementation of a holistic approach to duty of care for staff

Accelerating action and strengthening leadership to eliminate sexual exploitation and abuse, and sexual harassment in the workplace

Strengthening of policies and learning support to prevent and respond to corruption, fraud, discrimination and abuse of authority

Increased staff engagement

Strengthened staff-management relations

Annex II

Summary table of the impact, challenges and lessons learned in the reform of human resources management over the past decade

Resolutions and Secretary-General's Secretary-General's Secretary-General's	General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/63.285	63.256	Recruitment and staffing strategy	Establishment of a roster-based approach for the selection of staff	Roster-based recruitment in the field has contributed to a significant reduction in recruitment timelines	Strengthening the capacity to conduct additional rostering exercises for both field and non-field duty stations would contribute to the overall reduction of the recruitment timelines Successful roster-based recruitment requires continuous maintenance and updating of roster data
		Performance management	Linkage between performance management and the implementation of contractual arrangements Mandatory performance management training for all managers with supervisory roles Introduction of e-performance management in Inspira	A strengthened performance appraisal system through the issuance of ST/AI/2010/5 and ST/AI/2010/5/Corr.1 Institutionalization of rigorous and transparent procedures in the review of staff performance A more streamlined performance management system through Inspira Enhanced engagement in mandatory performance management by supervisors	Managers are overcautious in addressing underperformance, fearing that it may result in complaints for harassment or investigation, rebuttal panels and litigation Owing to resource constraints, managers receive limited support for addressing underperformance The slow pace towards shifting the Organization's culture on performance management The lack of an explicit link between various talent management processes, such as contract conversion, mobility, recruitment and promotion, and performance management

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/63/592 and A/63/744	64/260	Emergency preparedness and support	Establishment of a dedicated Emergency Preparedness and Support Unit in the Office of the Assistant Secretary-General for Human Resources Management as an initial and crucial step towards providing and coordinating the provision of essential support to survivors and the families of those who perish or are injured because of a malicious act, natural disaster or other emergency	A holistic and coordinated approach to emergency management. Organizational preparedness and support based on close cooperation with relevant stakeholders, including agencies, funds and programmes. Institutionalization of a comprehensive emergency management framework that includes emergency preparedness and victim support components.	The need for staff members and managers to have a greater measure of confidence in the accuracy and reliability of performance evaluations Overall increase of risks and incidents Greater expectations from all stakeholders
A/64/267	Decision 64/546	Contractual arrangements and harmonization of conditions of service	Implementation of continuing appointments	A simplified contractual framework that aligns with the various operational needs of the Organization Continuing appointments have contributed to the development of a truly integrated and global workforce, which has strengthened the ability of the Organization to respond to its evolving and increasingly complex operational needs, while promoting equality of treatment	As the review exercise entails three stages, namely, determination of eligibility, allocation of points and final review, conducted by the Office of Human Resources Management, it takes at least 10 months to complete the exercise As post envelopes for an annual review cannot be determined until the previous review has been concluded and continuing appointments have been granted,

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/65/305 and A/65/305/Add.3	Resolution 65/247	Talent management tool, Inspira	Implementation of Inspira, the human resources management system	and providing increased job security for Secretariat staff across all duty stations and at all levels, thereby supporting long-term performance and commitment to the Organization	it is challenging from an administrative point of view to bring the annual review up to date Future challenges include the trend towards downsizing and closing field missions, as well as reaching the limits of post envelopes and the possibility of de facto freeze in the granting of continuing appointments, except for staff who came on board through competitive examinations in accordance with rule 4.16 of the Staff Rules
			Inspira has integrated human resources processes in recruitment, learning and performance management. For recruitment and the administration of examinations, the system has facilitated the sorting and assessing of large numbers of applications. In 2017, more than 1.2 million applications were received for various career and examination opportunities from nationals of all 193 Member States	The implementation of Inspira is not a one-time deployment exercise because the system requires continuous enhancements to adapt to evolving operational needs, policies and the increasing number of jobs advertised and applications received. Work has begun to integrate Inspira and Umoja to improve the functionalities in recruitment and reporting. This has imposed additional costs and resource implications in terms of both human resources and information technology	
		Recruitment and staffing strategy	Elimination of the special procedures for the selection of external candidates from the staff selection system	Equal access to career opportunities for both internal and external job applicants to vacancies in the Secretariat	The absence of special procedures for the selection of external candidates allows heads of entity to fully exercise the delegated authority on staff selection without

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/65/305/Add.1	Resolution 65/247	Young professionals programme	Introduction of the young professionals programme	A modernized and streamlined examination process that includes an online application and automated screening process through Inspira A shorter examination application period Specialized boards of examiners working on examination development and marking according to the industry standards Increased placement opportunities through the introduction of a broader job network approach to replace specialized job-specific examinations The use of technology for interviews and online examinations A more focused and effective placement approach of successful candidates through the alignment of the number of successful candidates with the number of expected vacancies	central approval for external recruitment. On the other hand, maintaining restrictions for existing staff members, such as on G-to-P movements, have raised concerns regarding unequal treatment A more efficient administration of young professionals programme examinations for smaller job families The three-year roster validity provides a clearly defined expiration dates for the placement of successful young professionals programme candidates. This has resulted in a more effective placement of successful candidates and better management of expectations.

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
		Contractual arrangements and harmonization of conditions of service	Establishment of the criteria for identifying posts against which continuing contracts shall be granted, subject to two post envelopes, one for international staff in the Professional and higher categories and in the Field Service category, and one for staff in the General Service and other locally recruited categories	In accordance with paragraphs 51 and 52 of resolution 65/247, the Office of Human Resources Management, in collaboration with the Office of Programme Planning, Budget and Accounts, sets the post envelopes at 75 per cent of the number of established, temporary and general temporary assistance positions that have been in existence for more than five years Once the post envelopes are established, the number of current continuing and permanent appointments are deducted to determine the number of continuing appointments available for granting within each group in a given year	Following the contractual arrangements comprising three types of appointments (temporary, fixed-term and continuing) approved by the General Assembly in its resolution 63/250, field mission staff holding a 300-series appointment were transitioned to a fixed-term appointment, which qualified them to be considered for a continuing appointment The contractual reform has given staff serving in the field equal opportunity to compete and be considered for continuing appointments, putting them on par with the rest of the Secretariat
		Inclusion in the young professionals programme and limitation to 15 per cent of the positions at the P-1 and P-2 levels in field operations financed through the regular budget and voluntary contributions	Approximately 10 positions in field operations financed through the regular budget and voluntary contributions are available to successful candidates Two positions in special political missions in the field have been utilized to place successful candidates	There are challenges in identifying vacant positions of this specific budget nature in field operations that could be used for the placement of successful candidates Several successful candidates have opted for withdrawing their candidature for placement in positions in hardship locations, such as the United Nations Assistance Mission in Afghanistan The placement of candidates in positions financed through voluntary contributions have been avoided over concerns about funding continuity	

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/65/305 and A/66/347	Resolution 66/234	Reporting and data analysis	Establishment of criteria for consideration for the granting of continuing contracts	The establishment of criteria for consideration allowed for predictability and equality of treatment The centrally managed review ensures consistency and transparency	There is a need to review and adapt policies periodically to meet the evolving needs of the Organization and its staff. This is now becoming more pressing as the post envelope limit is expected to be reached, to ensure that the long-term operational needs of the Organization continue to be met
			Introduction of the tool HR Insight	HR Insight dashboard (under United Nations staff information): Member States have convenient online access to monthly Secretariat staffing information, including about their nationals, representation status and forecasted retirements. Previously, this information was available only in Secretary-General reports or on ad hoc request basis. In addition, online posting reduces the need to print thousands of pages (for example, the list of staff of the United Nations Secretariat is now only available online, on HR Insight) HR Insight dashboard (under HR scorecard): making the human resources management scorecard available online allows entities to self-monitor their human resources indicators, including staffing timeline	Publishing human resources information in real time has proved to be a challenge, as not all staff are currently administered through Umoja (e.g. staff administered by the United Nations Development Programme). Another challenge is the effort required to maintain reporting as processes and systems evolve A lesson learned is that, as users become more familiar with reporting, they will tend to request more detailed information

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/67/324	Resolution 67/255	Staffing timeline	As a means of improving geographical representation of underrepresented and unrepresented Member States, staff members in the General Service and related categories from a country eligible for participating in the young professionals programme were allowed to apply for participation in the programme (the G-to-N stream)	Of the 578 candidates successful in the young professionals programme examinations from 2011 to 2016, 31 (5.36 per cent) passed the examinations under the G-to-N stream Of those candidates, 24 had been appointed within the programme by the end of 2017, of whom 9 were from underrepresented Member States, according to the geographical representation status valid at the time of the candidates' appointment	The G-to-N stream contributes to the geographical balance while promoting the career development of staff members from the General Service and related categories. However, the career opportunities of those staff members could be broadened if they could move to the Professional category other than through the young professionals programme
A/67/324	Resolution 67/255	Recruitment and staffing strategy	Limiting the young professionals programme to the recruitment at the P-1 and P-2 levels, depending on candidates' qualifications and the availability of posts Continuation of the G-to-N stream under the young professionals programme	Successful candidates are appointed to positions at the P-2 level if they have either a Master's or doctorate degree, or a bachelor's degree with two years of work experience Candidates who do not meet the requirement for appointment at the P-2 level are appointed at the P-1 level. To date, there has only been one such candidate, in 2013	The restriction on the appointment of candidates successful in the young professionals programme has limited the Organization's ability to attract experienced candidates. Many young professionals programme candidates are junior professionals with several years of work experience or academics pursuing doctorate degrees by the time of their appointment Furthermore, the non-prioritization of qualified P-2 staff members for positions at the P-3 level has restricted the number of available P-2 positions and promotion opportunities for P-2 staff members

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/67/30 and A/67/30/Corr.1, A/68/30 and A/70/30 (reports of the International Civil Service Commission)	Resolutions 67/257 and 70/244	Retirement age	Increase in retirement age	Harmonization with the global general trend to increase the age of retirement Recognition that longevity has increased significantly and that many staff members continue to be very productive and to have the skills to work well beyond the previous age of retirement Decrease in the use of retirees and retention of staff member beyond the mandatory age of separation In accordance with the report of the International Civil Service Commission (A/68/30, para. 61), raising the mandatory age of separation to 65 for existing staff is expected to enhance the long-term sustainability of the United Nations Joint Staff Pension Fund	Although it is relatively early to make predictions, as the increased mandatory age of separation went into effect in 2014 for new staff and in 2018 for staff who were in service on 1 January 2014, there are concerns arising from the aforementioned freeze in the granting of continuing appointments. If more staff members holding continuing and permanent appointments opt to work to the age of 65, there will be fewer retirements that will free up posts in the envelope
	Resolution 67/255	Flexible working arrangements	Introducing more flexibility in the way managers and staff deliver their work and promoting work-life balance	Coupled with the introduction of flexible work space, the Organization is seeing a gradual cultural shift in the way staff members deliver their work, as evidenced in the steady increase in the utilization of flexible work arrangements	The lack of a single tool to record requests and approvals for flexible work arrangements within the Secretariat is an impediment to both the administration of those arrangements and greater transparency and consistency in the way the policy is implemented
	Resolution 67/255 (para. 21)	Revision of different programmes for global access and cost-effective	Introduction of the United Nations Global Induction Platform	Standardization of the Secretariat's induction programmes for newcomers and staff changing duty stations The electronic availability and access to information and	The revision of different programmes needs to be ongoing to reflect the changing priorities of the Organization, its reform and the evolving roles of staff

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
		delivery of e-learning		guidance related to the roles and functions, even ahead of a staff member's first day in a duty station, have allowed for a smoother transition of incoming staff and staff changing duty stations	
			Increased access to career counselling services	Face-to-face career counselling sessions were replaced with online sessions, which provided increased access to services that had previously been unavailable to staff in remote locations	
		Sabbatical leave programme	Review of the sabbatical leave programme policy to allow more staff to participate	The review of the sabbatical leave programme showed that staff valued the opportunity to engage in dedicated research more than any other aspect of the programme	While the programme has been successful and received praise on its benefits to the participants, it still has room for added value to the Organization. Various ways could be explored on how to use the reports produced by participants to fill research needs of the Organization in connection with topics on its agenda
		Recruitment and staffing strategy	Introduction of a managed career development and mobility framework	The updated policy allows for more staff to be selected each year, while reducing the Organization's expenses	A multifaceted approach to mobility is needed
A 68/358	Resolution 68/265			The framework was implemented in 2016 and 2017 for two job networks (the Political, Peace and Humanitarian Network and the Information and Telecommunication Technology Network) and resulted in a limited number of placements	A culture of mobility needs to be established across the Secretariat
					Mobility initiatives in the Secretariat need to be resourced to be successful

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
A/71/323 and A/71/323/Add.1	Resolution 71/263	Recruitment and staffing strategy	The reduction of the standard posting period for position-specific job openings from 60 to 30 days for the Professional and higher categories	The overall recruitment timelines for job openings posted for 45 days was 34 days shorter than those advertised for 60 days	A mobility framework for the Secretariat should encourage increased movement in and out of difficult duty stations A mobility framework for the Secretariat needs to be based on delegation of authority to departments and offices, with the support of centralized policies Mobility must become an integral part of career development The internal mobility programmes used by several United Nations common system organizations are not viable if vacant positions need to be advertised externally Mobility in the Secretariat should be built into succession planning, with a focus on developing junior to mid-level staff for future roles A system of incentives is necessary to encourage mobility Mobility should be part of an integrated talent management strategy The 45-day posting period pilot, which began in 2017, showed that a shorter posting period resulted in shorter recruitment timelines without compromising the overall number of applicants or the number of applicants from developing Member States
				The General Assembly approved the mobility framework in its resolution 68/265, with the request that a comprehensive review of the framework be undertaken, for consideration at its seventy-third session	

Reports of the Secretary-General	Resolutions and decisions of the General Assembly	Topic	Reform initiatives	Impact	Challenges and lessons learned
		Performance management	Implementation of a more refined performance management framework throughout the Organization, in particular at the managerial and leadership levels, supported by adequate training and guidance	Enhanced communication and outreach efforts to all staff and managers on the importance of the timely completion of workplans and appraisals have led to a steady increase in e-performance compliance rates	While compliance with e-performance requirements and deadlines has increased, managers need to deliver more in terms of active performance management, including by giving ongoing feedback to staff about their performance and by addressing underperformance promptly Senior managers need to be stronger role models in terms of providing feedback, addressing underperformance and ensuring ratings calibration

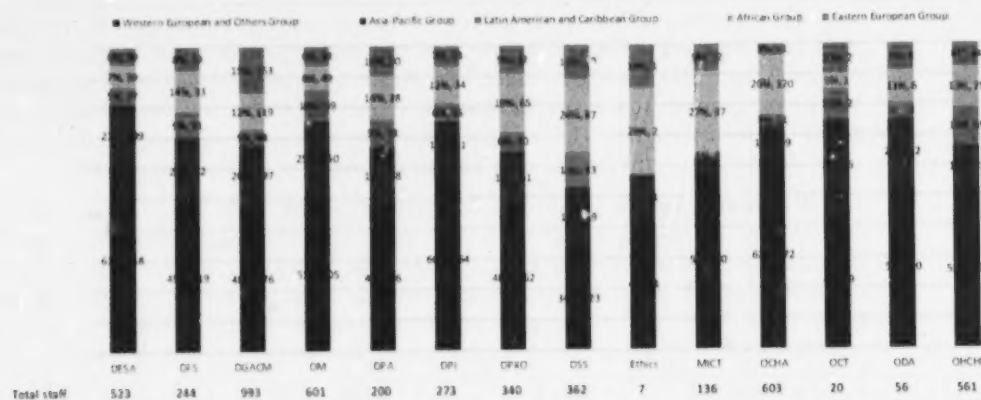
Annex III

Regional diversity analysis

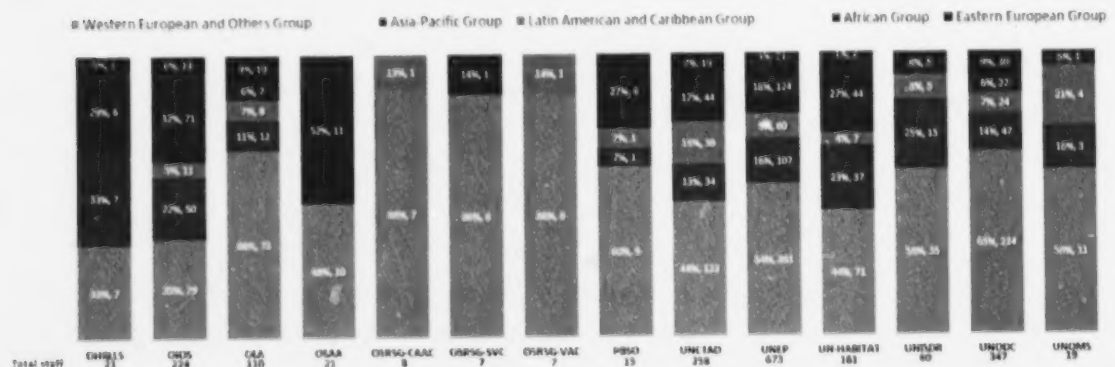
1. The Secretary General considers that human resources management policies must contribute proactively to greater regional diversity within the workforce (see A/72/492, para. 24). He has included an indicator of regional diversity in the Senior Managers Compacts to measure progress from one year to the next towards achieving greater regional diversity. The regional groups are Africa, Asia and the Pacific, Latin America and the Caribbean, Eastern Europe and Western Europe and others.¹
2. Heads of departments, offices and missions are encouraged to improve regional diversity by increasing efforts to recruit staff from the regions that have fewer international staff within their entities. Within those regions, the focus is on those countries that are underrepresented and unrepresented, in particular when vacant posts are subject to the system of desirable ranges. Similarly, ensuring proper representation of troop-police contributing countries will also remain a priority.
3. An analysis of the status of regional diversity in the Secretariat has been conducted. Figures I and II below show the composition of staff by regional group and entity as at 31 December 2017, for those entities with Senior Managers Compacts. Those data will serve as a benchmark to monitor progress. As part of the annual assessment of compact implementation, heads of entities will be expected to report on the efforts that they have taken to achieve greater regional diversity.

¹ See www.un.org/depts/DGACM/RegionalGroups.shtml.

Figure 1
Percentage and number of United Nations Secretariat international staff as at 31 December 2017 by regional group² for departments and offices

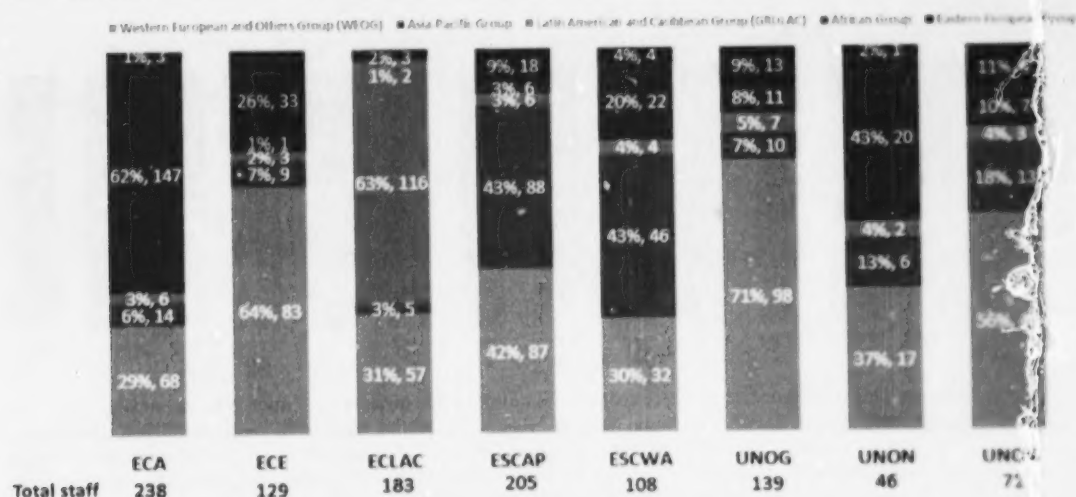


Abbreviations: DESA, Department of Economic and Social Affairs; DFS, Department of Field Support; DGACM, Department for General Assembly and Conference Management; DM, Department of Management; DPA, Department of Political Affairs; DPI, Department of Public Information; DPKO, Department of Peacekeeping Operations; DSS, Department of Safety and Security; Ethics, Ethics Office; MICT, International Residual Mechanism for Criminal Tribunals; OCHA, Office for the Coordination of Humanitarian Affairs; OCT, Office of Counter-Terrorism; ODA, Office for Disarmament Affairs; OHCHR, Office of the United Nations High Commissioner for Human Rights.



Abbreviations: OHRLLS, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; OIOS, Office of Internal Oversight Services; OLA, Office of Legal Affairs; OSAA, Office of the Special Adviser on Africa; OSRSG-CAAC, Office of the Special Representative of the Secretary-General for Children and Armed Conflict; OSRSG-SVC, Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict; OSRSG-VAC, Office of the Special Representative of the Secretary-General on Violence against Children; PBSO, Peacebuilding Support Office; UNCTAD, United Nations Conference on Trade and Development; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme; UNISDR, United Nations Office for Disaster Risk Reduction; UNODC, United Nations Office on Drugs and Crime; UNOMS, Office of the United Nations Ombudsman and Mediation Services.

² For a list of members in each regional group used for electoral purposes, see www.un.org/depts/DGACM/RegionalGroups.shtml. The graphs include all international staff (Field Service, Professional and above) with permanent, continuing or fixed-term appointments. Staff with temporary appointments or staff from non-Member States are not included. All funding sources are also included. Entities are categorized according to the organizational structure in Umoja. Only entities with Senior Managers Compacts are shown.

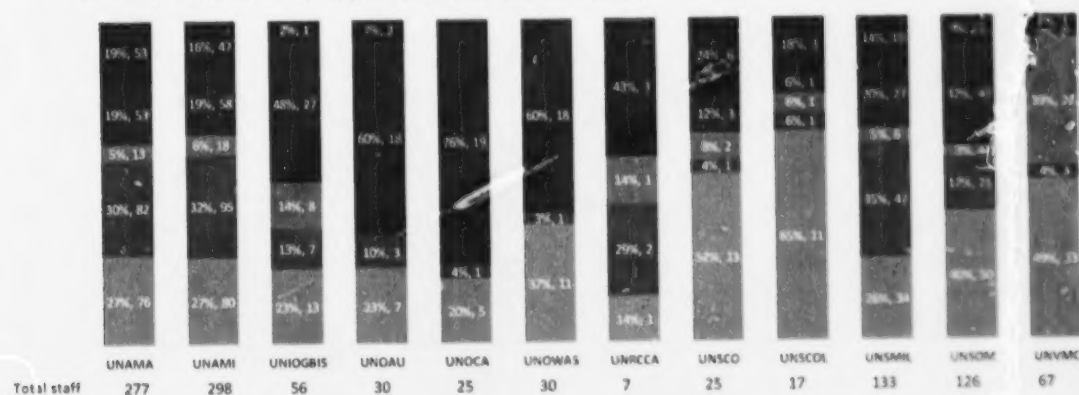


Source: Demographic data gathered from Umoja or provided directly by United Nations entities.

Abbreviations: ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi; UNOV, United Nations Office at Vienna.

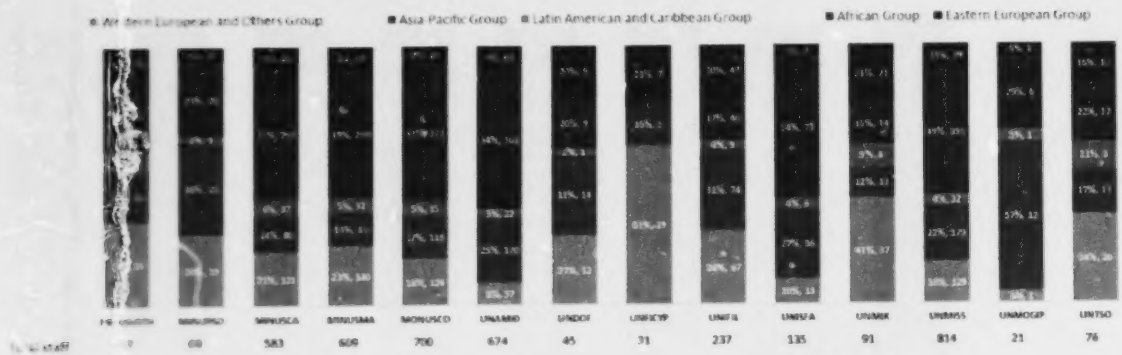
Figure II

Percentage and number of United Nations Secretariat international staff as at 31 December 2017 by regional group³ for missions



Abbreviations: UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNIOGBIS, United Nations Integrated Peacebuilding Office in Guinea-Bissau; UNDAU, United Nations Office to the African Union; UNOCA, United Nations Regional Office for Central Africa; UNOWAS, United Nations Office for West Africa and the Sahel; UNRCCA, United Nations Regional Centre for Preventive Diplomacy for Central Asia; UNSCO, Office of the Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia; UNVMC, United Nations Verification Mission in Colombia.

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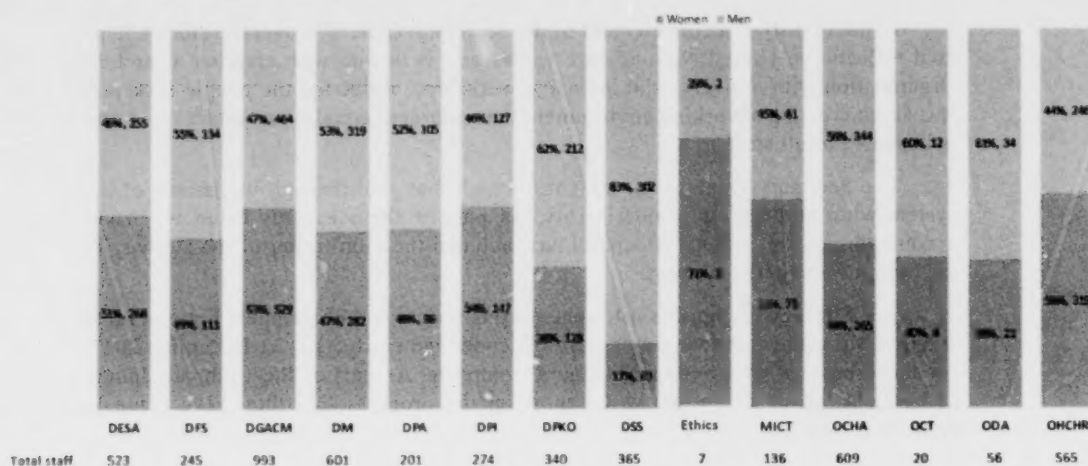
Abbreviations: MINUJUSTH, United Nations Mission for Justice Support in Haiti; MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMISS, United Nations Mission in South Sudan; UNMOGIP, United Nations Military Observer Group in India and Pakistan; UNTSO, United Nations Truce Supervision Organization.

Annex IV

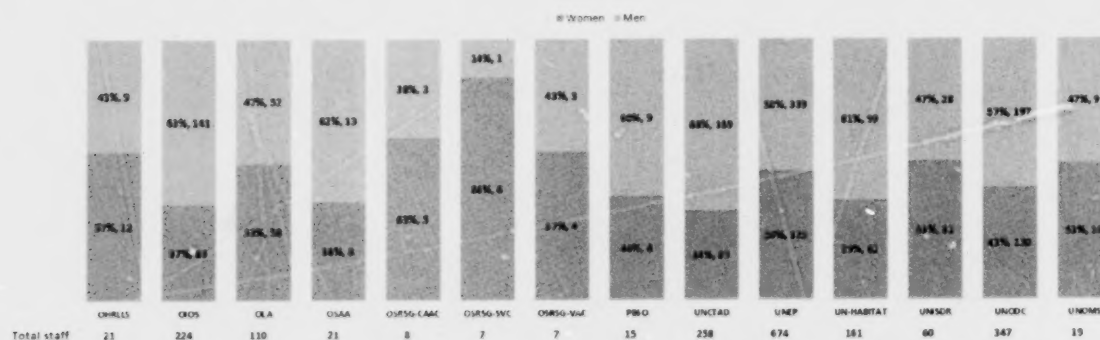
Gender distribution analysis

1. Gender parity is a core element of the Secretary-General's overall reforms. This goal reflects the United Nations core values and is in line with creating a modern Organization with a diverse and inclusive workforce, reflecting the people it serves. It is about creating a working environment that embraces equality, eradicates bias and is inclusive of all staff.
2. The Secretary-General has sought to reach that goal through the launch of the system-wide strategy on gender parity. As part of the measures taken to ensure accountability, the Secretary-General has included the monitoring of the strategy in the Senior Managers Compacts.
3. The Strategy recognizes different starting points and challenges. Figures I and II below show the composition of staff by gender and entity as at 31 December 2017, for those entities with Senior Managers Compacts. As part of the Compact annual assessment, heads of entities will report on the progress that they have made to achieve gender parity.

Figure 1
Percentage and number of United Nations Secretariat international staff¹ as at 31 December 2017 by gender for departments and offices

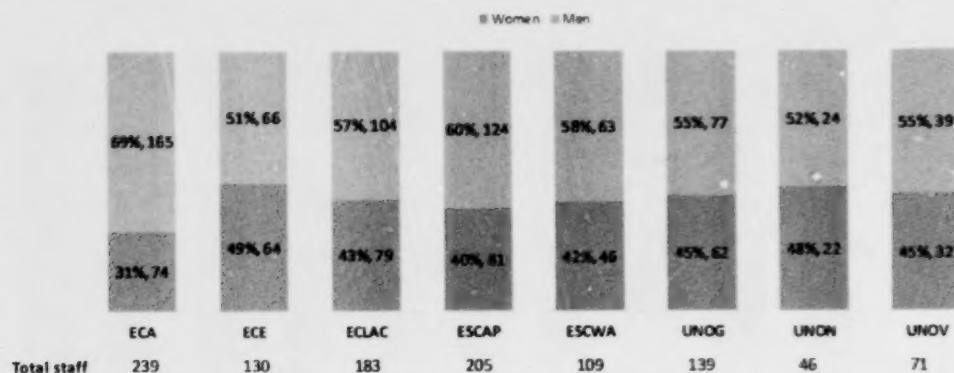


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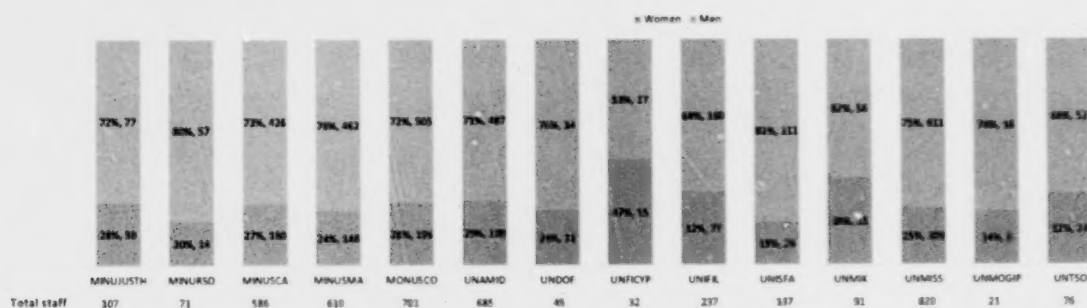


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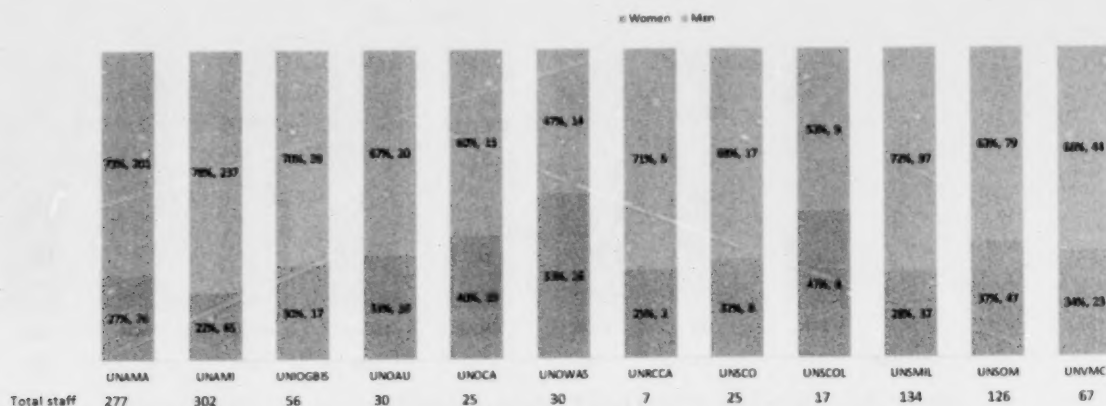
Figure II

Percentage and number of United Nations Secretariat international staff² as at 31 December 2017 by gender for missions



Abbreviations: MINUJUSTH, United Nations Mission for Justice Support in Haiti; MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMISS, United Nations Mission in South Sudan; UNMOGIP, United Nations Military Observer Group in India and Pakistan; UNTSO, United Nations Truce Supervision Organization.

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